Comments on Topics of Discussion, Director's
Luncheon, 10 August 1979

From Carole

Ia) This is an ongoing problem with no really workable
solution. So much of it stems from the fact that with
each progressive step in the review process, the number
of reviewers decreases while the amount of material to
be reviewed increases. I think, however, that we have
made some progress in shortening the process. For example,
the divisions have agreed (I think) that either the
division chief or his deputy, not both, will review a report.
At the editorial stage, reports edited by the editors
are no longer [then] reviewed by the Chief/Deputy Chief /PS.
And at the office level, reports are reviewed by either
the Chief or Deputy Chief, not both.

Ib) Because the work of four divisions is being funneled
into two shops, there is necessarily a bottleneck in those
shops. I think, however, that on the average, the
bottleneck is no worse now than it was when fewer
printed IAMs and hard-copy reports were being produced.
Printed IAMs, in fact, place no additional burden on the
editorial shop and only a small one on the graphics shop.
The real culprit here is the "feast or famine" nature
of the business, the "famine" periods of which make
such solutions as additional personnel unjustifiable.
Periodic serious backlogs have, up to this point, been
eliminated or reduced fairly quickly by the use of
overtime.

Id) Production Board allows us to keep track of where
individual reports are in the production process. This
has the twofold benefit of allowing delay points to
be identified and, therefore, lessening the tendency of
individuals to delay processing or even shelve a report. In
fact, the procedures described in Ia to shorten the
production process resulted, in large part, from delay
points identified through Production Board. Another
purpose of the board is to prioritize reports so that

Those that are most time-sensitive are prepared first. Board meetings have "quickened" the editorial process. From January 1978, when Production Board began, through June 1978, 19 reports were processed, each requiring an average of 105.8 working days. From July 6th through December 1978, 21 reports requiring an average of 67.4 working days each, were processed. And from January through June 1979, 54 reports requiring an average of 59.6 working days each, were processed.

Topics for Director's Luncheon,
10 August 1979

Three major topics of concern have been identified for discussion at the Director's Luncheon to be held on 10 August 1979. The topics are prioritized as follows.

I.   Intelligence Production

     a) Length of editorial process. Why so long? How can it be shortened without affecting the product?

     b) Increased emphasis is being placed on producing hard copy reports and increasing the distribution of IAMs. Both result in more products being printed and a corresponding increase in the workload of the graphics and edit shops. What is planned to relieve the bottle-neck?

     c) What is the purpose of continuing the FUDs? They appear to be redundant with bilaterals and require too much time to produce.

     d) What is the purpose of Production Board Meetings? Little has noticeably changed in two years. Board meetings don't appear to have quickened the editorial process.

     e) Program Reviews. What have been the major benefits? Are Branch Research Plans uniform? Should Form II's be modified to reduce paperwork?

II.   Centralization of Power

     a) The decision-making process in OIA appears to be trending toward less and less involvement from branch and division managers. Do you expect this trend to continue? If so, why?

III. Personnel

     a) What are your views on the movement of personnel within OIA? Is it good? Who should initiate the move? Can branch chiefs recruit from other branches? Can open slots within branches be publicized?

     b) What are your views on rotational assignments? Many analyst have rotated out of OIA but few have rotated in. If this trend continues, as it probably will, could an increase in T/O be justified? Do you intend to seek an increase in T/O for this or any other reasons?
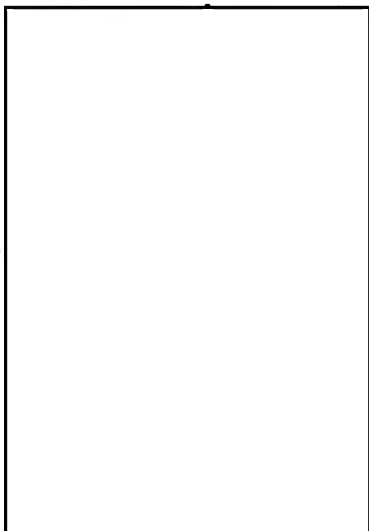
c) The Comparative Evaluation System. Is is objective? Is it being applied as originally intended? What about the ambiguities?

d) What about "Upward Mobility"? What type of person do you consider qualified?

e) Recruitment of Personnel. What are the standards? How are they set? Who sets them? What happened to the permanent interview team?

f) What is the status of the 3% list? Is the procedure for determining those on the list uniform from office to office? What is, or will be, the procedure for informing the individual? What has happened to individuals appearing on the list?

Present

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